Trust Strategy
2018-2022
(Refresh July 2019)
Foreword by Chief Executive: Welcome to our refreshed Trust Strategy (2018 – 2021)

We find ourselves at an exciting point in the development of our Trust. This strategy is important because it identifies the common purpose all of us who work in the Trust share, the way we go about doing business and what outcomes people can expect to see from us over the next few years.

It is important we continue to refresh our strategy because as a Board of Directors we have recognised the absolute need to focus on ‘people first’ and by that we mean colleagues who work in the Trust. We are clear that only by doing this, can we together, create a culture that supports continuous improvement, that learns from mistakes and promotes innovation. Focusing on people will enable us to attract colleagues to work with us and will ensure we create new and exciting roles to give more opportunity for personal development.

In this refresh we have simplified our strategic objectives (see p3) to make them clear and easy to use so colleagues and teams can simply identify how they contribute to the achievement of the Trust objectives.

Things are changing in our wider health and social care environment too, a focus on delivering care as close to home as possible, more collaboration across clinical pathways and a focus on prevention; all things we need to take into account when working together to refine and improve how we deliver our services.

Nationally the launch of the NHS Long Term Plan has an impact on every single service we deliver with some great opportunities for service improvement but equally clarity on the challenges we face together in this new environment.

I look forward to working together to make our strategy a reality for the people of Derbyshire.

Ifti Majid
Chief Executive
What is a Trust Strategy?

Derbyshire Healthcare NHS Foundation Trust is a specialist provider of mental health, learning disability, substance misuse and children’s services across Derbyshire.

Derbyshire is a county that covers 1000 square miles with a population of about 1 million people. The rural, semi-rural and urban landscape gives rise to a mixture of affluent and seriously deprived areas. The city of Derby is a vibrant place where over 300 languages are spoken.

Our strategy is a way of setting out our shared ambition over a period of several years. It simply defines the main improvements and changes we together aim to make, how we will go about doing that and how we will measure the success of those actions.

Our strategy is not a static document but one that together we regularly review to make sure it remains relevant to our challenges and opportunities.

Some of the key things we have taken into account when developing and continuing to evaluate our strategy include:

- The NHS is at a point of change with a number of major policy changes being released in 2019 such as the NHS Long Term Plan and changes to the Mental Health Act.
- Best practice is continuing to evolve and develop.
- There is a growing focus on how organisations in a system work together to provide more integrated care. In Derbyshire this is called Joined up Care Derbyshire (JUCD). The purpose of JUCD is:
  - Improve health and wellbeing
  - Improve care and quality of services
  - Improve financial efficiency and sustainability
- Demand for all of our services is growing and we are seeing people with more complex needs living longer.
Our vision, values and strategic objectives

Our vision

‘To make a positive difference in people’s lives by improving health and wellbeing’

Our values

Our vision is underpinned by four key values, which were developed in partnership with our patients, carers, colleagues and wider partners.

- **People first** – We focus on our colleagues, in the knowledge that a well-supported, engaged and empowered workforce results in good patient care
- **Respect** – We respect and value the diversity of our patients, colleagues and partners and support a respectful and inclusive environment
- **Honesty** – We are open and transparent in all we do
- **Do your best** – We work closely with our partners to achieve the best possible outcomes for people.

Our strategic objectives

1. **GREAT care**
2. **GREAT place to work**
3. **BEST use of Money**
Delivering GREAT care, GREAT place to work, BEST use of money - together

The Team Derbyshire Healthcare Promise

What the Trust will do for me
- To appropriately equip me, so I can fulfil my role
- To treat me with dignity and respect, creating an environment free from bullying and harassment
- To care about and support my health and wellbeing
- To provide me with clear direction and leadership
- To provide me with appropriate support, guidance and personal development
- To treat me honestly and fairly
- To recognise my contribution – both my efforts and my achievements

What I will do for the Trust
- To approach my work with a positive frame of mind
- To do my best for my clients and colleagues, respecting people’s different needs & approaches
- To look after my own health and wellbeing, and to access support when needed
- To speak up when things don’t feel right
- To attend and complete the training I need to do, and engage in my development
- To keep up to date with news, guidance and information shared by the Trust
- To work as a member of a team, supporting my colleagues and being considerate of others

Making a positive difference
Respect

People first

Do your best

Making a positive difference
Our clinical ambition

Our services will:
• Be based on the best clinical evidence
• Be designed in consultation with our colleagues and people who use our services.

Our clinical model will:
• Be person centred, seek to prevent ill health and support our patients beyond periods of acute illness
• Involve people who use our services in designing their care and treatment, to meet personal goals throughout their lives
• Provide care at home or in the community where possible, through a partnership approach to promote individual and community resilience
• Ensure any admission to hospital is within Derbyshire where possible and kept to the shortest effective period of time
• Be compassionate and take account of trauma informed practice.
GREAT care, GREAT place to work, BEST use of money means…

**GREAT care**

Delivering compassionate, person-centred, innovative and safe care.

Choice, empowerment and shared decision making is the norm.

**GREAT place to work**

Attracting colleagues to work with us who we develop, retain and support by excellent management and leadership.

An empowered, compassionate and inclusive culture that actively embraces diversity.

**BEST use of money**

Making financially-wise decisions every day and avoid wasting resources.

Always striving for best value by finding ways to make our money go further.
Achieving our vision
What we need to achieve – to deliver GREAT care

- Improve safety
- Improve patient and carer experience
- Improve physical healthcare
- Improve outcomes
- Improve our estate to support our new models of care
- Improve access to our services
What we need to achieve – to be a GREAT place to work

- Retain our colleagues
- Develop our colleagues
- Attract new colleagues
- Support our leaders and managers
- Be a ‘positively inclusive’ and fair employer
What we need to achieve – to make BEST use of our money

Be financially sustainable by delivering ongoing cost improvement plans

Achieve best value from future investment and current resources

Work with partners to achieve best value across Derbyshire
Measuring the success of our strategy
## How will we measure our achievements?

<table>
<thead>
<tr>
<th>Building blocks to deliver GREAT care in all our services</th>
<th>What are the key priority actions?</th>
<th>How will we know we have improved?</th>
</tr>
</thead>
</table>
| Improving patient and carer experience                   | • Introduction of the ‘EQUAL’ approach to patient and carer engagement an involvement  
• Implementing effective care planning for everybody who uses our services  
• Implement a process to ensure we receive routine feedback on patient experience on discharge or service transition                                                                                                                   | • All service developments reporting co-production and evidence of impact  
• Feedback from patients and regulators  
• Feedback from carers/family and regulators  
• Evidence from services of using routine feedback, systematically and routinely in service improvement.                                                                                                                                                  |
| Improving physical healthcare                             | • Deliver physical healthcare implementation plan  
• Agree with primary (integrated) care the principles of shared care across our care pathways.                                                                                                                                                                                                              | • Physical health care (PHC) will feature as an active part in every patient’s care plan  
• The LESTER tool approach will be embedded in all relevant care plans and smoking reduction/cessation will be an accepted approach throughout our care pathways  
• High fidelity to policies regarding for example Speech and Language Therapy (SALT) assessments, PHC in substance misuse services, PHC interventions after restrictive practices and in the eating disorder service. |
| Improving access to services                              | • Develop a plan to meet the national and local access standards across all our service.                                                                                                                                                                                                                      | • There will not be a “one way valve” effort when accessing our services  
• Reduction in waiting times, out of area placements. Increase in bed availability including (Psychiatric Intensive Care Unit) PICU placements  
• Improved clinical outcomes and these are routinely measured in all services.                                                                                                                                                                         |
### How will we measure our achievements?

<table>
<thead>
<tr>
<th>Building blocks to deliver GREAT care in all our services</th>
<th>What are the key priority actions?</th>
<th>How will we know we have improved?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Improve clinical outcomes</td>
<td>• Review and revise our clinical pathways&lt;br&gt;• Deliver the quality improvement strategy&lt;br&gt;• Deliver implementation plan to achieve Royal College of Psychiatrists (RCPsy) standards for acute services.</td>
<td>• Implementation of new pathways&lt;br&gt;• Comprehensive compliance/audit programme&lt;br&gt;• Every individual/team able to demonstrate involvement in Quality Improvement&lt;br&gt;• External accreditation from RCPsy for acute services&lt;br&gt;• Acute services rated as good by the Care Quality Commission (CQC).</td>
</tr>
<tr>
<td>Improving safety</td>
<td>• Implementation of medicines optimisation strategy&lt;br&gt;• Delivery of a relapse prevention programme&lt;br&gt;• Implementation of safety planning and suicide prevention strategy&lt;br&gt;• Implement the digital transformation strategy.</td>
<td>• Improvement in staff reporting in staff survey in safety.&lt;br&gt;• Reduction in inpatient suicides&lt;br&gt;• Reduction in suicide rates of patients open to Trust services.</td>
</tr>
<tr>
<td>Improve our estate to deliver the new models of care</td>
<td>• Refresh estates strategy and deliver the associated implementation plan based on outcomes from clinical strategies work&lt;br&gt;• Implement the agreed interventions to enable the eradication of adults being placed out of Derbyshire to access a bed&lt;br&gt;• Scope a long term plan for the eradication of dormitories&lt;br&gt;• Reduce bed numbers per ward&lt;br&gt;• Scope a plan for the delivery of PICU services locally.</td>
<td>• No inappropriate gender/age mixes on wards&lt;br&gt;• We are implementing our estate strategy. With achievements year on year&lt;br&gt;• Reduction in sexual safety incidents&lt;br&gt;• Achievement of best practice norms&lt;br&gt;• No waiting list for PICU services. Confirmed plans to establish PICU within Derbyshire.</td>
</tr>
</tbody>
</table>
## How will we measure our achievements?

<table>
<thead>
<tr>
<th>Building blocks to be a GREAT place to work</th>
<th>What are the key priority actions?</th>
<th>How will we know we have improved?</th>
</tr>
</thead>
</table>
| Retain our colleagues                      | • Provide colleagues with health and wellbeing campaigns and a support package that provides rapid access to wellbeing services when needed  
• Increase staff involvement and engagement across all teams to ensure all colleagues work in a positive environment  
• Implement actions from the bullying and harassment working group. | • Increased availability of staff who feel supported and engaged in their roles to be able to provide great care. |
| Develop our colleagues                     | • To make available supervision, coaching and mentoring for staff  
• Provide career pathways for registered and un registered staff with access to the development, using the Health Education England (HEE) money and apprenticeship levy where required  
• Development of an integrated workforce strategy and implementation plan. | • Staff with the right skills and training to be able to provide great care. |
# How will we measure our achievements?

<table>
<thead>
<tr>
<th>Building blocks to be a GREAT place to work</th>
<th>What are the key priority actions?</th>
<th>How will we know we have improved?</th>
</tr>
</thead>
</table>
| Attract new colleagues                     | • Proactive recruitment campaigns to reach a broad range of applicants  
• Grow our bank to reduce the need to use agency staff  
• Offer flexible contracts to attract a broader range of colleagues to join and stay with our Trust. | • Staff available to deliver great care who know our systems, processes and live our values. |
| Support our leaders and managers           | • All leaders to attend the Leading - Team Derbyshire Healthcare expectations session  
• All new and recent leaders in post to attend an induction and be supported with a mentor  
• Roll out the 360 process and coaching and a menu of master classes to support development. | • Well run and engaged teams who can provide great care to our patients. |
| Be a ‘positively inclusive’ and fair employer | • Thriving Staff Networks to guide the Trust on ‘what matters to staff”  
• Develop an quality improvement programme to ensure we record protected characteristics to evidence improvements in inclusion  
• Scale up the Reverse Mentoring programme  
• Co-produce and implement a plan to reduce the gender pay gap. | • To provide services that meet the needs of the people we serve, that is respectful and Inclusive  
• Reduction and closure of the gender pay gap  
• Metrics equalised with respect to disciplinary, grievances and training opportunities. |
## How will we measure our achievements?

<table>
<thead>
<tr>
<th>Building blocks to make BEST use of our money</th>
<th>What are the key priority actions?</th>
<th>How will we know we have improved?</th>
</tr>
</thead>
</table>
| Be financially sustainable by delivering ongoing cost improvement plans | • Achieve full Cost Improvement Plan (CIP) for current year  
• Meet the overall financial position as planned each year  
• Continually identify the pipeline of future efficiencies  
• Develop long term financial management strategy. | Achievement of in-year CIP plan  
Achievement of Trust overall financial plan  
Approval of future year CIP plans. |
| Achieve best value from future investment and current resources | • Monitor and hold to account for benefits realisation for delivery of all future investments  
• Deliver continuous improvement plans to improve productivity and reduce waste in current resources  
• Implement e-roster/e job planning and the new shift pattern. | Achievement of planned benefits and efficiencies  
Improved outcomes from continuous improvement activity  
Reduced temporary staffing costs, reduced absence and improved productive time. |
| Work with partners to achieve best value across Derbyshire | • Articulate and maintain up-to-date view of the risk mitigation and risk management of the whole system plans  
• Ensure that our specific workstreams deliver objectives as described (e.g. where Senior Responsible Officer or SRO)  
• Ensure organisational capacity to deliver system objectives is directed appropriately. | Evidence of Derbyshire-wide system delivery – in total and in workstreams  
Risk is managed as opposed to transferred  
Good governance is not compromised. |